

The Director of Central Intelligence

Washington, D. C. 20505

Record

19 March 1984

The Honorable Edward P. Boland
Chairman, Permanent Select Committee
on Intelligence
U.S. House of Representatives
Washington, D. C. 20515

Dear Mr. *EB* Boland:

I thought that you and your Committee would be interested in an exercise we are having at CIA to get every corner of the organization involved in a reexamination of what we are, what we do and how we can do it better. I started with a talk in the Auditorium reviewing what we have done with the increased resources and new challenges we have had. To handle the greatly increased flow of information and additional challenges coming in the years immediately ahead, I asked for a searching reexamination of how we can get more out of the capabilities and resources we can expect to have.

The usual way of approaching this kind of an exercise is to organize a dozen task forces and have them labor for six months to a year to produce a report of some hundreds of pages. I wanted something which would get everyone involved and draw suggestions and reactions quickly. So I prepared a package consisting of a two-page draft of goals, principles and standards for CIA, similar statements used by star corporate performers described in the bestseller In Search of Excellence, as well as some extracts from that book.

I asked that everyone in the organization be involved in small meetings to improve my draft and generate ideas and suggestions over the following three weeks. I received a stack of responses almost three feet high. They reflected a combination of pride and concern about erosion of benefits and capabilities and about a long-term growth of layering and bureaucratic impediments to initiative and action, together with many thoughtful suggestions on how the effectiveness and dynamism of the organization could be further improved.

I read through the final submissions, made ten pages of notes on them and sent copies of those notes to some 650 people who had prepared the submissions from meetings in which many thousands of people were involved. A task force of five persons worked for a week to select recommendations which would be implemented quickly and approve a CIA credo.

I attach a copy of that credo, a draft of my remarks reporting on the results of this exercise, and a draft of the remarks I made in initiating it.

I think this will give you a unique insight into the kind of people and organization we have here.

Sincerely,



William J. Casey

Attachments a/s

Record

The Director of Central Intelligence

Washington, D. C. 20505

19 March 1984

The Honorable Barry Goldwater
Chairman, Select Committee
on Intelligence
United States Senate
Washington, D. C. 20510

Dear Barry:

I thought that you and your Committee would be interested in an exercise we are having at CIA to get every corner of the organization involved in a reexamination of what we are, what we do and how we can do it better. I started with a talk in the Auditorium reviewing what we have done with the increased resources and new challenges we have had. To handle the greatly increased flow of information and additional challenges coming in the years immediately ahead, I asked for a searching reexamination of how we can get more out of the capabilities and resources we can expect to have.

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CIA CREED

We are the Central Intelligence Agency.

We produce timely and high quality intelligence for the President and Government of the United States.

We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

We perform special intelligence tasks at the request of the President.

We conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of the law.

We measure our success by our contribution to the protection and enhancement of American values, security and national interest.

We believe our people are the Agency's most important resource. We seek the best and work to make them better. We subordinate our desire for public recognition to the need for confidentiality. We strive for continuing professional improvement. We give unfailing loyalty to each other and to our common purpose.

We expect our leaders to demonstrate initiative, a commitment to excellence, and a propensity for action; to reward and protect us in a manner which reflects the special nature of our responsibility, our contribution, and our sacrifices; and to promote among us a sense of mutual trust and shared responsibility.

We derive our inspiration and commitment to excellence from the inscription in our foyer: "And ye shall know the truth and the truth shall make you free."

IN SEARCH OF EXCELLENCE

16 MARCH 1984

A FEW WEEKS AGO I SPOKE TO YOU IN THIS SAME AUDITORIUM AND ASKED FOR YOUR HELP IN UNLEASHING A PROCESS TO GET FROM EVERY CORNER OF OUR ORGANIZATION A BROAD EXAMINATION OF WHAT WE ARE ABOUT, AND WHAT WE WANT TO FOSTER AND ENCOURAGE. I ASKED YOU TO DEVELOP A CONCISE STATEMENT OF GOALS, PRINCIPLES AND STANDARDS OF EXCELLENCE THAT WOULD BOTH REFLECT WHAT MAKES CIA GREAT AND SERVE AS A CONTINUING CHALLENGE TO US NOT TO REST ON OUR LAURELS, BUT TO CONSTANTLY STRIVE FOR SUPERIOR PERFORMANCE AND EXCELLENCE. TO GIVE YOU A STRAWMAN, I PROVIDED A ROUGH DRAFT OF WHAT SUCH A STATEMENT MIGHT CONTAIN. I ALSO ASKED FOR ANY OTHER IDEAS OR SUGGESTIONS THAT ANYONE MIGHT HAVE FOR FOSTERING AN ATMOSPHERE OF CREATIVITY AND A BIAS TOWARD ACTION. I DIDN'T WANT TO NAME A HUNDRED PEOPLE OR A DOZEN TASK FORCES TO WORK MANY MONTHS IN ORDER TO PRODUCE HUNDREDS IF NOT THOUSANDS OF PAGES OF ANALYSIS AND RECOMMENDATIONS AS SO MANY ORGANIZATIONS HAVE DONE. INSTEAD I WANTED TO INVOLVE ALL OF YOU IN EXAMINING AND DISCUSSING OUR MISSION AND HOW WE COULD DO IT BETTER AND HAVE YOU GIVE ME YOUR IDEAS IN THREE WEEKS.

I'M VERY PLEASED TO REPORT THAT AS USUAL, YOU CAME THROUGH WITH FLYING COLORS. ON FEBRUARY 24TH I RETURNED FROM A TRIP ABROAD AND FOUND 34 INCHES OF THOUGHTFUL RESPONSES WAITING FOR ME. I HAD A HEAVY COLD AND STAYED IN BED FOR THE WEEKEND. THAT ENABLED ME TO READ ALL OF YOUR DRAFT STATEMENTS AND ADDITIONAL IDEAS AND SUGGESTIONS. I MADE 12 PAGES OF NOTES ON YOUR SUGGESTIONS AND MY REACTION TO THEM. COPIES OF THOSE NOTES WERE SENT TO THE 663 OF YOU WHOSE NAMES APPEARED ON THE SUBMISSIONS I RECEIVED. I KNOW THAT MANY TIMES THAT NUMBER PARTICIPATED IN THE DIALOGUE THAT GENERATED THOSE IDEAS AND SUGGESTIONS.

I HAVE TO ADMIT THAT YOUR CRITICISM OF MY DRAFT WAS GOOD FOR MY SOUL. IF I HAD KNOWN THAT IT WOULD BE SCRUTINIZED SO THOROUGHLY, I MIGHT HAVE SPENT MORE TIME ON IT. AS I'VE MENTIONED TO SOME OF YOU, THE UNKINDEST CUT OF ALL WAS, "IT SORT OF RESEMBLES A GOVERNMENT REGULATION." THE BEST COMMENT ANYONE COULD MUSTER WAS THAT IT WAS A RESPECTABLE FIRST TRY!

MANY OF YOU DID NOT MINCE ANY WORDS, AND I APPRECIATED THAT CANDOR. I UNDERSTAND SOME INITIAL HESITANCY GAVE WAY TO STIMULATING DISCUSSIONS AT ALL LEVELS OF THE ORGANIZATION. I WANT THAT DIALOGUE TO CONTINUE.

YOUR RESPONSES REFLECTED...

YOUR RESPONSES REFLECTED A STRONG UNDERCURRENT OF IDEALISM AND A DESIRE TO ATTAIN EXCELLENCE. YOU HAD MANY GOOD THOUGHTS ABOUT WHAT WE DO BEST, WHERE WE NEED TO DO BETTER, AND HOW WE CAN DO THAT.

SEVERAL COMMON THEMES EMERGED:

--YOU HAVE A STRONG SENSE OF PRIDE IN YOURSELVES, IN YOUR WORK, AND IN CIA.

--YOU DO HAVE A STRONG BIAS FOR ACTION AND

--YOU WORRY THAT CREEPING BUREAUCRACY MAY BE STARTING TO TAKE A SIGNIFICANT TOLL ON OUR SPIRIT AND ON OUR ABILITY TO GET THINGS DONE.

--IT CAME THROUGH LOUD AND CLEAR TO ME THAT YOU HAVE A CLEAR CONCEPT OF WHAT WE'RE ABOUT AND THAT WHILE YOU WANTED A CLEAR AND CONCISE ENUNCIATION OF OUR GOALS AND IDEALS YOU ALSO LOOKED FOR FOLLOW THROUGH ACTION.

WHAT I WANT TO DO TODAY IS LET YOU KNOW WHAT WE PLAN TO DO TO FOLLOW UP ON YOUR IDEAS AND RECOMMENDATIONS.

TO ESTABLISH A FRAMEWORK ...

TO ESTABLISH A FRAMEWORK FOR OUR EFFORTS. I HAVE SYNTHESIZED YOUR SUGGESTIONS FOR A STATEMENT OF PURPOSE INTO A CIA CREED. I BELIEVE THIS IS SOMETHING WE CAN ADHERE TO AND POINT TO WITH PRIDE WHEN ANYONE ASKS US WHAT THE CIA IS ALL ABOUT. AS YOU WILL SEE, IT SAYS THINGS LIKE:

- WE PRODUCE TIMELY AND HIGH QUALITY INTELLIGENCE FOR THE PRESIDENT AND THE GOVERNMENT OF THE UNITED STATES.
- WE PROVIDE OBJECTIVE AND UNBIASED EVALUATIONS AND ARE ALWAYS OPEN TO NEW PERCEPTIONS AND READY TO CHALLENGE CONVENTIONAL WISDOM.
- WE PERFORM SPECIAL INTELLIGENCE TASKS AT THE REQUEST OF THE PRESIDENT.
- WE CONDUCT OUR ACTIVITIES AND OURSELVES ACCORDING TO THE HIGHEST STANDARDS OF INTEGRITY, MORALITY AND HONOR AND ACCORDING TO THE SPIRIT AND LETTER OF THE LAW.

WE BELIEVE OUR PEOPLE ...

- WE BELIEVE OUR PEOPLE ARE THE AGENCY'S MOST IMPORTANT RESOURCE. WE SEEK THE BEST AND WORK TO MAKE THEM BETTER.
- WE EXPECT OUR LEADERS TO DEMONSTRATE INITIATIVE, A COMMITMENT TO EXCELLENCE, AND A PROPENSITY FOR ACTION; TO REWARD AND PROTECT US IN A MANNER WHICH REFLECTS THE SPECIAL NATURE OF OUR RESPONSIBILITY, OUR CONTRIBUTION, AND OUR SACRIFICES; AND TO PROMOTE AMONG US A SENSE OF MUTUAL TRUST AND SHARED RESPONSIBILITY.
- WE DERIVE OUR INSPIRATION AND COMMITMENT TO EXCELLENCE FROM THE INSCRIPTION IN OUR FOYER: "AND YE SHALL KNOW THE TRUTH AND THE TRUTH SHALL MAKE YOU FREE."

TO CAPTURE ALL THE VALUABLE IDEAS AND SUGGESTIONS PRODUCED IN THIS EXERCISE, I CONVENED AN INTERDIRECTORATE TASK FORCE TO PULL TOGETHER A STATEMENT OF OUR MISSION AND GOALS TO SUPPLEMENT THIS CREED. WE'LL SEE THAT THIS IS WIDELY DISTRIBUTED, ALONG WITH THE CREED.

THIS GROUP ALSO CULLED...

THIS GROUP ALSO CULLED THROUGH YOUR IDEAS TO IDENTIFY WHAT WE COULD IMPLEMENT RIGHT AWAY. I MET WITH THE TASK FORCE LAST WEEK AND AGREED WITH THE VAST MAJORITY OF THEIR SUGGESTIONS.

IT IS IMPORTANT FOR YOU TO KNOW THAT THIS EFFORT IS GOING TO LEAD TO CHANGES OF ATTITUDE AND POLICY ON THE PART OF SENIOR MANAGEMENT AND THE IMPLEMENTATION OF A NUMBER OF SPECIFIC STEPS THROUGHOUT THE AGENCY THAT ARE RESPONSIVE TO YOUR CONCERNS AND ASPIRATIONS.

FIRST, LET ME NOTE SOME BROAD CHANGES IN DIRECTION WHICH YOUR SENIOR MANAGEMENT UNANIMOUSLY SUPPORTS:

--WE WILL PUSH DOWN AUTHORITY AND RESPONSIBILITY TO THE LOWEST LEVEL OF MANAGEMENT POSSIBLE. DECISIONS AND ACTIONS THAT CAN BE TAKEN AT THE BRANCH, OFFICE, OR DIVISION LEVEL WILL BE DELEGATED TO THAT LEVEL.

--WE WILL UNDERTAKE A MAJOR EFFORT TO INCREASE RECOGNITION OF OUTSTANDING PERFORMANCE. BECAUSE WE CANNOT TOUT OUR SUCCESSES TO THE OUTSIDE, WE MUST RECOGNIZE EXCELLENCE AND EXPRESS APPRECIATION FOR PERFORMANCE MORE BROADLY INSIDE.

WE WILL GIVE RENEWED ...

--WE WILL GIVE RENEWED EMPHASIS TO IMPROVED COMMUNICATIONS. MANAGERS TOO OFTEN ARE TOO REMOTE. WE WILL UNDERTAKE A NUMBER OF MEASURES TO IMPROVE COMMUNICATIONS IN BOTH DIRECTIONS.

--WE WILL DO EVERYTHING POSSIBLE TO MAINTAIN THE UNIQUENESS OF CIA AND ITS PEOPLE AND TO ENSURE THAT THE SPECIAL RESPONSIBILITIES AND BURDENS THAT OUR PEOPLE MUST BEAR ARE MATCHED BY COMMENSURATE BENEFITS AND SPECIAL TREATMENT.

--WE ARE GOING TO REVERSE THE TREND TOWARD MORE BUREAUCRACY AND MORE REGULATION.

THERE ARE A NUMBER OF SPECIFIC ACTIONS THAT YOU HAVE SUGGESTED THAT BRING THESE GENERAL NOTIONS TO LIFE. I HAVE CHARGED EACH DEPUTY DIRECTOR TO DEVELOP SPECIFIC MEASURES TO IMPLEMENT THESE GENERAL POLICIES. SOME OF THE MEASURES CAN BE IMPLEMENTED IMMEDIATELY; OTHERS MAY TAKE A LITTLE TIME. BUT

THERE ARE A NUMBER OF ...

THERE ARE A NUMBER OF THINGS THAT YOU RECOMMENDED IN YOUR DISCUSSIONS THAT WE CAN IMPLEMENT ON AN AGENCY-WIDE BASIS NOW. HERE ARE JUST SOME OF THE RECOMMENDATIONS YOU HAVE MADE THAT I HAVE DIRECTED TO BE CARRIED OUT EFFECTIVE NOW:

--WE WILL BEGIN DELEGATING AUTHORITIES AND RESPONSIBILITIES BY

--DELEGATING ASSIGNMENTS OF SIS-1s AND 2s TO THE DEPUTY DIRECTORS.

--WE WILL DELEGATE AUTHORITY TO APPROVE AWARDS UP TO THE CAREER INTELLIGENCE MEDAL TO THE HEADS OF THE CAREER SERVICES.

--WE WILL ALSO DELEGATE APPROVAL OF CASH AWARDS UP TO \$1,000 TO THE CAREER SERVICE HEADS.

--WE WILL DELEGATE CONTROL OF FTE, FULL-TIME EMPLOYMENT, TO OFFICE HEADS.

--WE ARE LOOKING AT ALL OF OUR ADMINISTRATIVE PRACTICES TO DETERMINE WHERE WE CAN STREAMLINE OUR PROCEDURES AND REDUCE THE BURDEN OF PAPERWORK.

--WE WILL MAKE ANNUAL WORK PLANS OPTIONAL, DEPENDING ON THE MUTUAL DESIRES OF SUPERVISORS AND THEIR EMPLOYEES.

--WE WILL ELIMINATE THE REQUIREMENT FOR SEPARATE DOCUMENTATION FOR PROMOTION RECOMMENDATIONS.

--WE WILL SIMPLIFY THE ADMINISTRATIVE PROCEDURES OF OUR OFFICE OF TRAINING AND EDUCATION FOR EXTERNAL TRAINING.

--IN THE COMMUNICATIONS ARENA, I AM SENDING ALL AGENCY MANAGERS A LETTER LETTING THEM KNOW THAT OUR PURSUIT OF EXCELLENCE DEPENDS ON THEIR PERSONAL COMMITMENT TO COMMUNICATE OUR GOALS AND STANDARDS OF EXCELLENCE TO ALL OUR EMPLOYEES. I EXPECT THEM TO PRACTICE "MANAGEMENT BY WALKING AROUND" -- TO BE VISIBLE, TO FOSTER SENSIBLE RISK TAKING, CREATIVITY, AND INNOVATION; TO BE OPEN TO YOUR IDEAS AND RECOGNIZE YOUR CONTRIBUTIONS.

--WE WILL GET MORE NEWS OUT THROUGH OUR ELECTRONIC MAIL SYSTEM, WHICH IS OPERATED BY THE OFFICE OF DATA PROCESSING AND KNOWN AS AIM, AUTOMATIC INFORMATION MANAGEMENT..

--EACH DIRECTORATE WILL DEVELOP ITS OWN "TRENDS AND HIGHLIGHTS" PROGRAM THAT WILL BE OPEN TO ALL AGENCY EMPLOYEES.

--THE OFFICE OF PERSONNEL WILL PROVIDE PERIODIC BRIEFINGS OPEN TO ALL EMPLOYEES ON THE STATUS OF BENEFITS AND OTHER ITEMS OF INTEREST.

--FEEDBACK FROM INSPECTOR GENERAL SURVEYS WILL BE SHARED AND EMPLOYEES WILL BE INVOLVED IN SOLVING THE PROBLEMS THAT ARE CITED.

--OFFICE OF MEDICAL SERVICES WILL CONDUCT HEALTH FAIRS AND PUBLISH A HEALTH NEWSLETTER.

--MANY OF YOU VOICED CONCERN THAT THE ONLY VISIBILITY THE PUBLIC HAS INTO CIA IS THROUGH THE MEDIA, WHICH IS OFTEN SLANTED OR INCORRECT.

--TO COUNTER THAT, JOHN MCMAHON, MYSELF, AND OTHER SENIOR OFFICERS WILL SELECTIVELY SPEAK TO RESPONSIBLE, INFLUENTIAL GROUPS TO EDUCATE THE PUBLIC ABOUT THIS INSTITUTION'S VITAL CONTRIBUTION TO OUR NATIONAL SECURITY AND FOREIGN POLICY. THIS WILL NOT BE A PUBLIC RELATIONS CAMPAIGN. IT IS SIMPLY AN ACKNOWLEDGMENT THAT THE UNDERSTANDING AND SUPPORT OF THE AMERICAN PUBLIC ARE NECESSARY IF WE ARE TO SUCCESSFULLY PERFORM OUR MISSION. MANY OF YOUR RESPONSES MADE IT CLEAR THAT YOU WOULD LIKE YOUR SENIOR OFFICIALS TO STAND UP FOR OUR MISSION

AND ACCOMPLISHMENTS, AND WE INTEND TO DO THAT. I HAVE ALREADY SCHEDULED TALKS OVER THE NEXT FEW WEEKS IN SEATTLE, SAN FRANCISCO, LOS ANGELES AND HOUSTON.

--REALIZING THAT THE QUALITY OF YOUR WORK ENVIRONMENT IMPACTS ON WHAT YOU PRODUCE, WE ARE BEGINNING A CONCERTED EFFORT TO IMPROVE THE QUALITY OF LIFE AROUND HERE. I RECENTLY SIGNED A MEMORANDUM OF UNDERSTANDING WITH THE ADMINISTRATOR OF GSA THAT DELEGATES TO US AUTHORITY TO MAINTAIN OUR OWN BUILDING. IF YOU WANT TO SEE WHAT A DIFFERENCE THAT WILL MAKE, I SUGGEST YOU VISIT NPIC, AS I DID RECENTLY, AND SEE THE TRANSFORMATION THAT HAS TAKEN PLACE OVER THERE.

--WE ARE UPGRADING OUR CURRENT PHYSICAL FITNESS FACILITY AND PLAN TO INCORPORATE ANOTHER ONE INTO THE NEW BUILDING.

--FINALLY, WE ARE MOVING OUT ON THE PERSONNEL AND TRAINING FRONTS TO MAKE SURE WE GET THE FIRST RATE PEOPLE WE NEED AND KEEP THEM ONCE THEY ARE HERE.

--OUR RECRUITERS' FULL COURT PRESS FOR CAREER TRAINEES SO FAR THIS YEAR HAS ALREADY ALMOST DOUBLED THE NUMBER WE TOOK IN ALL LAST YEAR.

--SPECIAL RECRUITING EFFORTS RECENTLY UNDERTAKEN AT TOP FLIGHT SCHOOLS LIKE STANFORD AND MIT HAVE BEEN SUCCESSFUL. OVERALL, WE HAVE MORE APPLICANTS IN PROCESS AT THIS TIME THAN WE HAVE EVER HAD IN OUR HISTORY.

--WE WILL DEVELOP A BASIC INTRODUCTION FOR ALL THESE NEW EMPLOYEES SO THAT THEY CAN APPRECIATE THE MISSION, GOALS, WORK ETHIC AND CULTURE OF CIA.

--WE WILL WAIVE TIME-IN-GRADE GUIDELINES FOR PROMOTIONS TO REWARD EXCELLENCE IN PERFORMANCE.

--WE WILL LOOK FOR MORE OPPORTUNITIES FOR DUAL CAREER TRACKS, SO THAT SPECIALISTS WILL BE PROMOTED FOR THEIR EXPERTISE WITHOUT HAVING TO TAKE ON MANAGERIAL RESPONSIBILITIES.

--WE WILL ELIMINATE THE 8-HOUR DONATION RULE FOR OVERTIME.

--WE WILL PROVIDE TEMPORARY CLEARANCES TO SPOUSES ACCOMPANYING EMPLOYEES OVERSEAS SO THAT THEY CAN TAKE PART IN SELECTED BRIEFINGS AND TRAINING COURSES PRIOR TO THEIR DEPARTURE.

--WE INTEND TO PROVIDE SOME FORM OF ADDITIONAL COMPENSATION FOR ALL OF OUR EMPLOYEES WHILE THEY ARE SERVING OVERSEAS.

--SPECIAL PAY SCALES WILL BE DEVELOPED FOR HIGH TECHNOLOGY JOBS AND OTHER CRITICAL SKILL JOB CATEGORIES.

--I SHARE YOUR CONFUSION OVER THE USE OF THE TERMS PROFESSIONAL, CLERICAL AND TECHNICAL IN AN ORGANIZATION WHERE ALL EMPLOYEES PRIDE THEMSELVES ON THEIR PROFESSIONALISM. SO, WE INTEND TO ABOLISH THOSE LABELS AND RECOGNIZE ALL EMPLOYEES AS PROFESSIONALS.

--WE WILL TAKE A CAREFUL LOOK AT THE IMPACT OF TECHNOLOGY ON OUR PEOPLE, THEIR JOBS, AND OUR OFFICE ENVIRONMENT.

--WE'RE ASKING THE OFFICE OF PERSONNEL TO CONSIDER POSSIBILITIES FOR A PHASED RETIREMENT PROGRAM -- THIS IS AN IDEA THE PRIVATE SECTOR IS TOYING WITH TO PERMIT PEOPLE TO DROP BACK TO PART-TIME WORK AND PHASE OUT GRADUALLY RATHER THAN COMPLETELY, AS WE TRADITIONALLY DO NOW.

--MEANWHILE, WE ARE CAREFULLY FOLLOWING SEVERAL NEW PROPOSED LEGISLATIVE CHANGES IN GOVERNMENT RETIREMENT PROGRAMS. BOB MAGEE, WITH THE HELP OF OUTSIDE CONSULTANTS, HAS A CADRE OF PEOPLE WORKING FULL-TIME TO DEVELOP CIA RETIREMENT OPTIONS FOR MY CONSIDERATION. AND FOR THE FIRST

TIME, WITHIN THE OFFICE ...

TIME. WITHIN THE OFFICE OF LEGISLATIVE LIAISON, WE HAVE A SENIOR OFFICER WHOSE EXCLUSIVE DUTY IS TO FOLLOW GOVERNMENT PERSONNEL PROGRAMS THAT MIGHT AFFECT OUR EMPLOYEES AS THEY DEVELOP ON CAPITOL HILL.

--OUR PURPOSE IS TO ACHIEVE CONTINUED CONGRESSIONAL RECOGNITION OF THE AGENCY'S UNIQUE RETIREMENT NEEDS. WE HAVE DISCUSSED THIS AT THE HIGHEST LEVELS WITHIN THE ADMINISTRATION AND ON THE HILL, WHERE WE HAVE THE STRONG SUPPORT OF OUR TWO OVERSIGHT COMMITTEES. I BELIEVE WE WILL BE ABLE TO SATISFY THE SPECIAL RETIREMENT NEEDS OF THE CIA AND ITS EMPLOYEES.

THIS LAST POINT REMINDS ME OF ANOTHER COMMON THEME IN YOUR RESPONSES--PRIDE IN "THE UNIQUENESS OF CIA." I WOULD LIKE TO DIGRESS ON THAT FOR A MOMENT. I WANT YOU TO KNOW THAT IN THE THREE YEARS WE HAVE WORKED TOGETHER, I HAVE COME TO APPRECIATE THAT YOU ARE INDEED A SPECIAL GROUP OF PEOPLE. IN MY VISITS TO AGENCY INSTALLATIONS, WHETHER OVERSEAS OR HERE, I AM ALWAYS

IMPRESSED BY THE HIGH CALIBRE OF OUR PEOPLE. I HEAR THE SAME THING FROM CONGRESSMEN AND SENATORS WHO HAVE VISITED OUR PEOPLE OVERSEAS OR WHO HAVE BEEN BRIEFED BY THEM HERE ON A WIDE RANGE OF COMPLEX ISSUES.

IN ORDER TO WORK HERE, YOU HAD TO SURVIVE ONE OF THE MOST RIGOROUS SCREENING PROCESSES KNOWN TO MAN -- THE HIGHEST SKILL REQUIREMENTS, PSYCHOLOGICAL TESTING, MEDICAL CLEARANCES, SECURITY CLEARANCES, POLYGRAPHS. OUT OF AN ANNUAL AVERAGE OF 153,000 INQUIRIES OVER RECENT YEARS, WE INTERVIEW ONLY 23,000 APPLICANTS. OF THOSE, 10,000 ARE ACTIVELY CONSIDERED BY COMPONENTS. ONLY 4,000 ARE PUT IN PROCESS, AND OF THOSE, 1,500 MAKE IT THROUGH THE ENTIRE SCREENING PROCESS AND ENTER ON DUTY. AFTER YOU HAVE EMERGED FROM THAT FUNNEL, THEN YOU UNDERGO A 3-YEAR PROBATIONARY PERIOD. ONCE YOU ATTAIN CAREER STATUS, YOU AND YOUR FAMILIES LIVE WITH ANY NUMBER OF CONSTRAINTS -- SECURITY RESPONSIBILITIES, PREPUBLICATION REVIEW REQUIREMENTS; ALMOST HALF OF YOU BEAR THE BURDENS IMPOSED BY COVER. WITH ALL OF THIS, YOU ARE THE PEOPLE POLICYMAKERS TURN TO WHEN THEY NEED SOMETHING DONE WELL AND FAST. LAST YEAR YOU

FORFEITED 97,000 HOURS ...

FORFEITED 97,000 HOURS OF ANNUAL LEAVE AND WORKED UNTOLD HOURS OF UNCOMPENSATED OVERTIME. YOU WON'T FIND THAT AT YOUR ORDINARY GOVERNMENT DEPARTMENT OR AGENCY. YOU ENJOY NO PUBLIC RECOGNITION FOR YOUR ACHIEVEMENTS AND MUST TOLERATE CRITICISMS - RESPONSIBLE OR OTHERWISE - IN SILENCE.

I KNOW AND APPRECIATE ALL THAT. SO DOES THE PRESIDENT. AND SO DO OUR CONGRESSIONAL OVERSIGHT COMMITTEES. CONGRESS, IN 1947, ANTICIPATED THE SPECIAL NEEDS OF CENTRAL INTELLIGENCE AGENCY EMPLOYEES AND PROVIDED THE DIRECTOR WITH CERTAIN SPECIAL AUTHORITIES. WHILE THESE AUTHORITIES CANNOT BE USED IMPRUDENTLY, I HAVE EXERCISED AND WILL CONTINUE TO EXERCISE THEM WHEN THE NEEDS OF THE AGENCY CLEARLY JUSTIFY DOING SO.

ONE FINAL NOTE ON OUR FOLLOW-THROUGH ON YOUR SUGGESTIONS. I WANT TO EMPHASIZE THAT THIS IS ONLY THE BEGINNING. WE'VE ASKED THE DEPUTIES TO USE WHATEVER MECHANISM THEY WANT -- MAG GROUPS, OFFICE-LEVEL TASK FORCES, WHAT HAVE YOU -- TO CONTINUE TO PERIODICALLY GENERATE IDEAS TO IMPROVE THE WAY WE GO ABOUT OUR BUSINESS. WE BELIEVE OUR WORK DURING THESE LAST SIX WEEKS ONLY SCRATCHED THE SURFACE AND WE WANT TO TAP DEEPER INTO THE WEALTH OF IDEAS OUT THERE.

I WANT TO THANK YOU ...

I WANT TO THANK YOU AGAIN FOR THE TIME AND EFFORT YOU PUT INTO THIS EXERCISE. IT WILL CONTINUE TO BE AN ONGOING PROCESS -- THE PURSUIT OF EXCELLENCE AND EVER INCREASING EFFECTIVENESS IN CARRYING OUT OUR NOBLE MISSION IS SOMETHING WE ALL MUST STRIVE FOR TOGETHER.

1. LOGS /m
BEJ

Executive Registry

84- 1193/1

16 March 1984

MEMORANDUM FOR: ✓ Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
Director of Personnel

FROM: Deputy Director of Central Intelligence

SUBJECT: Follow-up on DCI's Speech on Excellence

1. I would like you to report to me within two weeks in carrying out the actions announced by the Director in his 16 March speech (attached). Most of the items will fall into the bailiwick of the DDA, particularly the Office of Personnel.

2. These additional items suggested by the interdirectorate task force should also be implemented and included in your status report.

--Eliminate property requisitioning authority.

--Provide resources at the directorate level for task forces on special problems. These resources could be made available to office heads if not required at the directorate level.

--Abolish shorthand as a requirement for promotion.

--Make criteria for rating managers more specific.

--Develop a checklist for orienting new employees.

--Relax security restrictions on family visitation days so that families may visit vaulted areas.

--Provide WAE contracts for non-staff spouses who perform operational support work overseas.

DCI
EXEC
REG

--Institute periodic career days for each directorate so that employees can get an appreciation of what other directorates do and what career opportunities might be available.

--Include a specific reference to "excellence" on promotion certificates.

--Create certificates granting career status marking the end of employees' probationary periods.

[Redacted Signature Box]

John N. McMahon

STAT

Attachment:
As stated

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We derive our inspiration and commitment to excellence from the inscription in our foyer: "And ye shall know the truth and the truth shall make you free."

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CIA Mission and Goals

Our mission is to provide timely and high quality intelligence to the President and other policymakers, and to perform such other tasks as are assigned to us.

In accomplishing this mission we will:

Assure the earliest possible warning of foreign plans, intentions or actions to attack the United States, its interests, and its Allies worldwide.

Be alert for any foreign activities that threaten harm or damage to persons or property associated with U.S. interests.

Uncover foreign attempts to subvert the people, organizations, processes, and capabilities of the U.S. and its Allies.

Detect foreign plans to subvert or overthrow free democratic societies worldwide.

Provide the intelligence necessary for the United States to maintain its military, economic, social and political stature in the world as second to none.

In the pursuit of our mission our goals are:

To recruit, train and retain the finest people available based solely on their skill, performance, personal conduct and integrity.

To provide all employees the opportunity to develop and exercise personal competence to its fullest and to be recognized and rewarded for their performance.

To delegate authority and responsibility to the most appropriate levels.

To live a high personal code of conduct, ethics, integrity and silence.

To foster reasoned risktaking in all phases of the intelligence process.

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To keep our eye on the mission, questioning how daily actions contribute to ensuring the continued quality, timeliness and objectivity of the intelligence product.

To celebrate internally our successes and learn from our defeats, accepting the fact that an intelligence organization often cannot be publicly recognized for its work or be defended to its critics.

To select as our managers people who exemplify our standards of excellence, who are role models for their subordinates, biased toward action, flexible, and teamwork oriented.

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